NSPS Performance Management & Writing Job Objectives

NSPS

serco

Learning Objectives & Agenda

As a result of participating in this course you will be able to:

- Explain the process for rating and rewarding employee performance.
- Identify the key components of the performance management process.
- Discuss the characteristics of good job objectives.
- Apply the SMART Model when writing job objectives.

TOPICS

- PM Process
- Rating & Rewarding
- Job Objectives
- SMART Model

ACTIVITIES

- Group Discussion & Exercises
- Individual Practice & Coaching

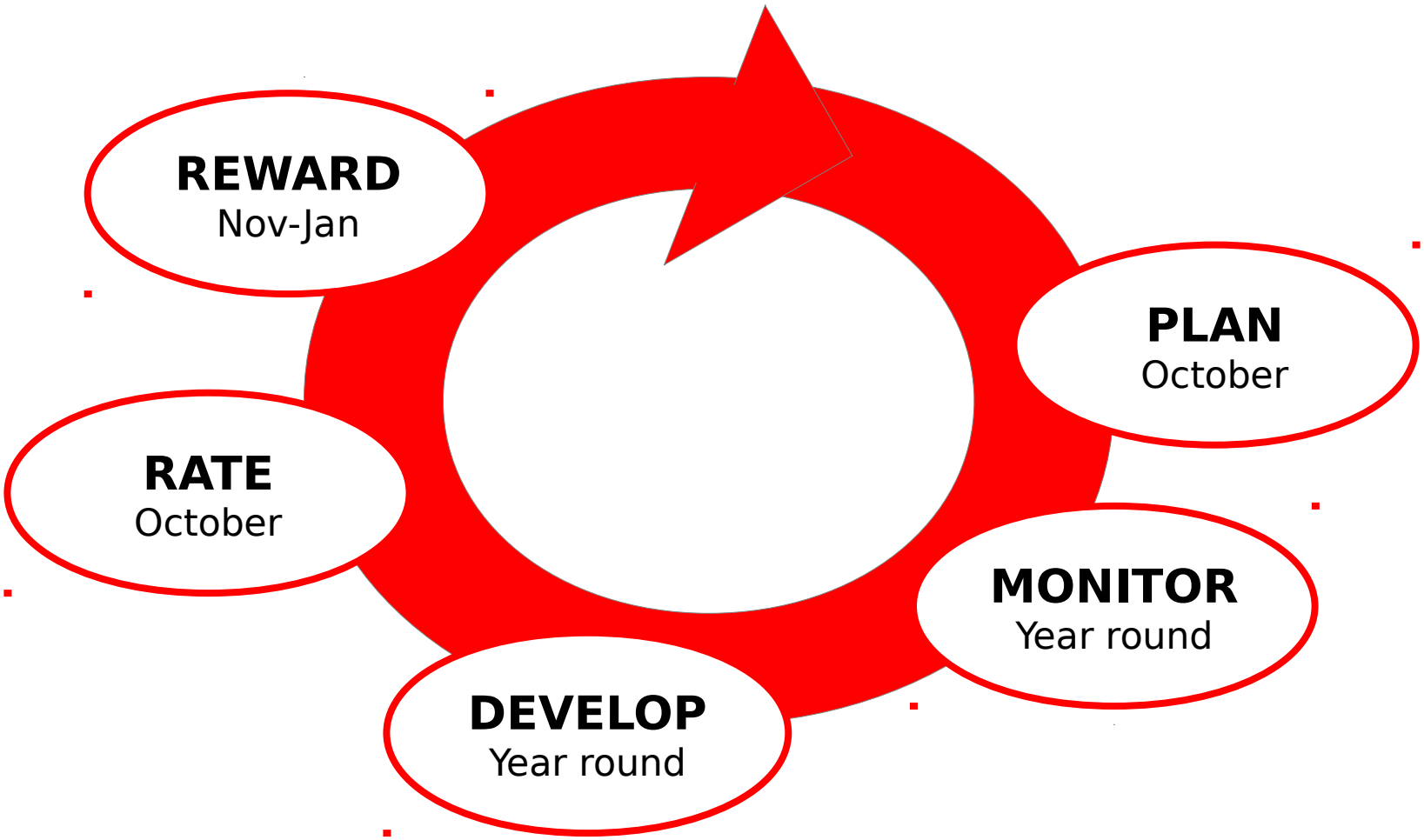
NSPS Performance Management

What is Performance Management?

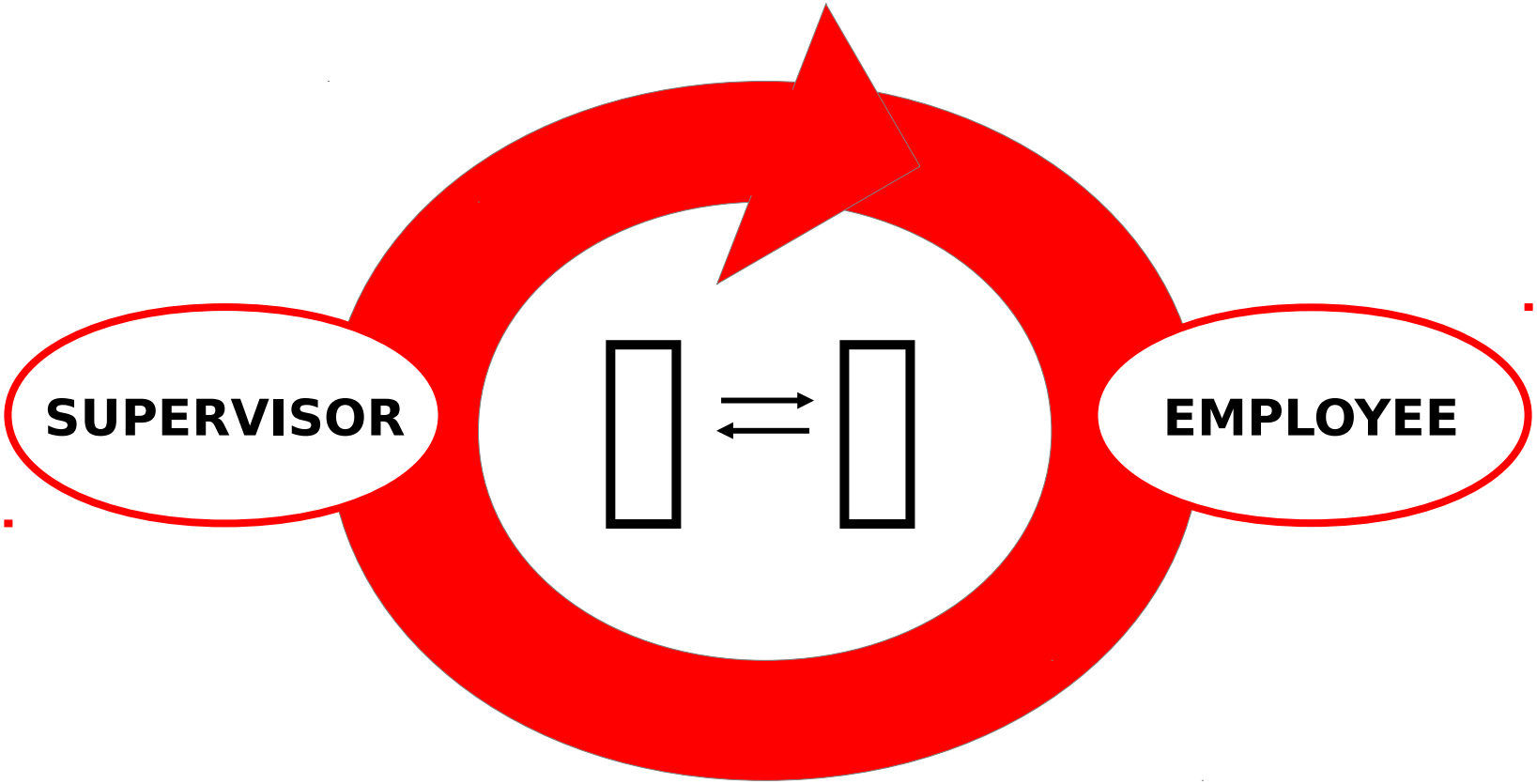
NSPS defines performance management as …

"Applying the integrated processes of setting and communicating performance **expectations**, **monitoring** performance and providing feedback, **developing** performance and addressing poor performance, and **rating** and **rewarding** performance in support of the organization's goals and objectives."

Performance Management Cycle



Performance Management Cycle

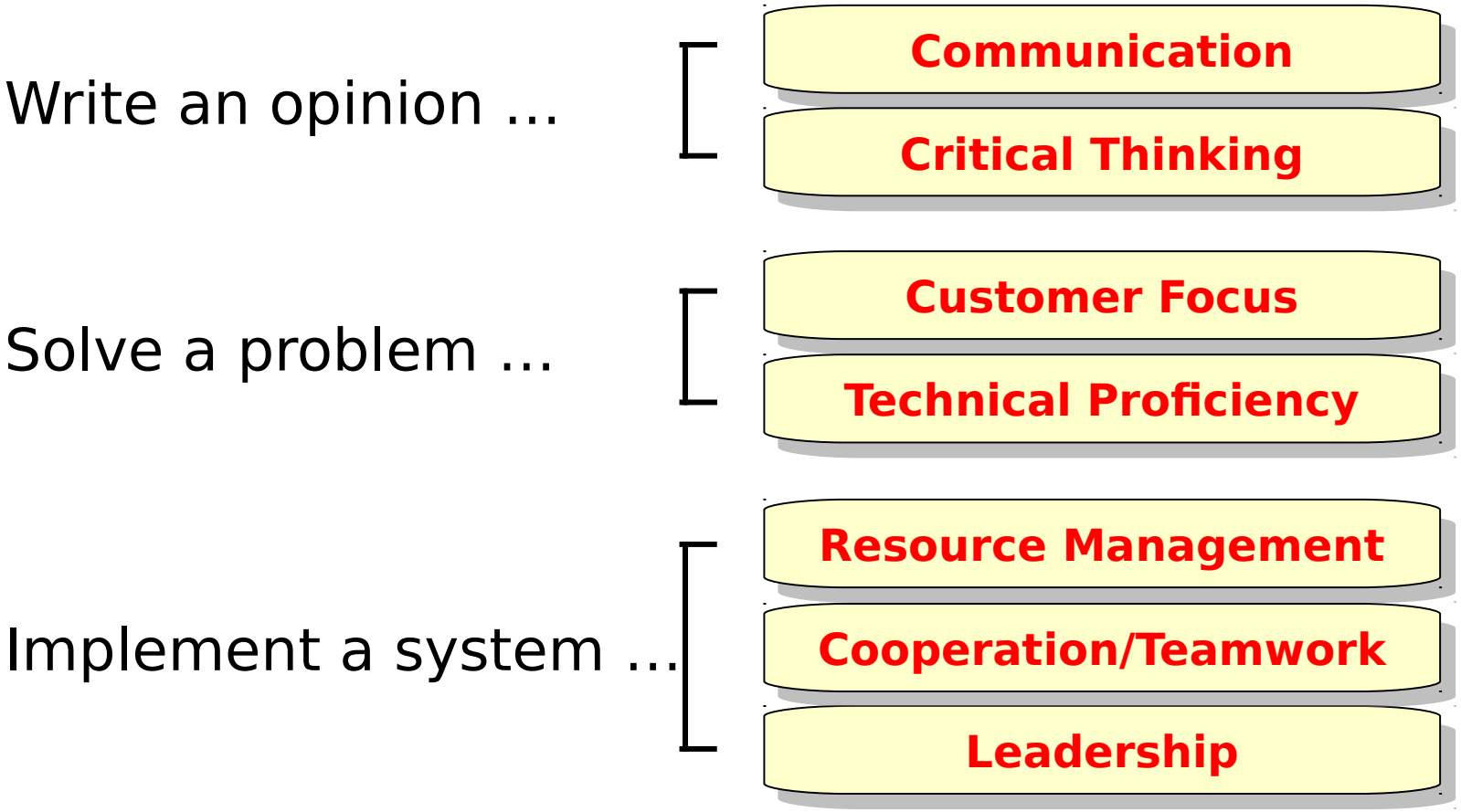


Employee Performance Plan

JOB OBJECTIVES
Identify **what** is to be done
Define quality of **outcome**
Link to organizational goals
Specific to position/salary
Usually **3-5** per employee

CONTRIBUTING FACTORS
Identify **how** it is to be done
Define quality of **process**
Link to job objectives
Standard across Department
Usually **1-3** per objective

Contributing Factors



Performance Conversations

Performance Plan

- Establish performance expectations
- Align employee objectives with organizational goals

Interim Review

- Check progress
- Provide feedback
- Make course corrections

Annual Appraisal

- Review written appraisal
- Communicate rating of record and performance payout

End-Cycle Review

- Review employee self-assessment
- Gather data for written appraisal

Ongoing Feedback

Feedback between Supervisor and Employee should be ongoing throughout the rating cycle

Special Assessments

- Closeout Assessment
- Early Annual Recommended Rating
- Special Purpose Rating

Employee Self-Assessment Opportunities

Interim Review
Annual Appraisal
Closeout Assessment
Early Annual Recommended Rating

Key Points

- Dialogue between Supervisor and Employee is key to effective performance management
- Employee participates in writing job objectives with Supervisor making final decision
- Supervisor and Employee are each held accountable for delivering results
  - Required Performance Management job objective for supervisors with Leadership as contributing factor
  - Ratings recommended by supervisor reviewed by Pay Pool Panel

More Key Points

- Minimum period of performance under an NSPS-approved performance plan is 90 days
  - Job objectives and contributing factors may be modified during rating cycle
  - Modifications following the Interim Review should be few
- Process supported online through DCPDS/My Biz

Rating Performance in NSPS

Rating Process Overview

1 Performance Indicators

Rate job objectives using Performance Indicators

2 Contributing Factors

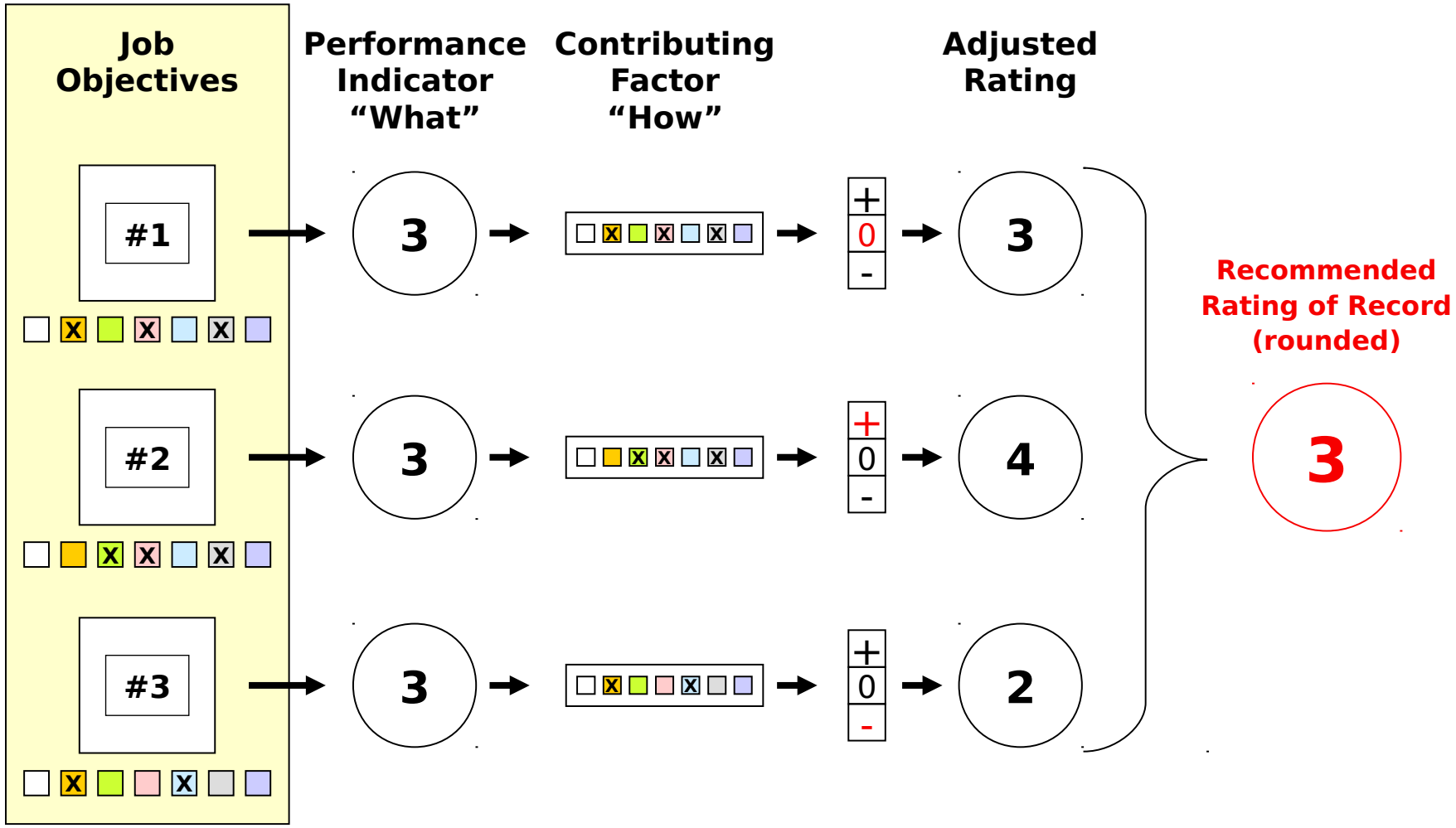
Adjust objective ratings using Contributing Factors

3 Recommended Rating

Average objective ratings to determine recommended rating

ASSESSMENT DATA
Interim Review
Employee self-assessment
Supervisory assessment
Closeout assessments (if applicable)
Relevant performance standards (policies, procedures)

Rating Process Overview



Performance Indicators

- Three sets of descriptors
  - Professional/Analytical
  - Technician/Support
  - Supervisor/Manager
- Descriptors are provided at Level 3 and Level 5
- Descriptors are descriptive, not prescriptive

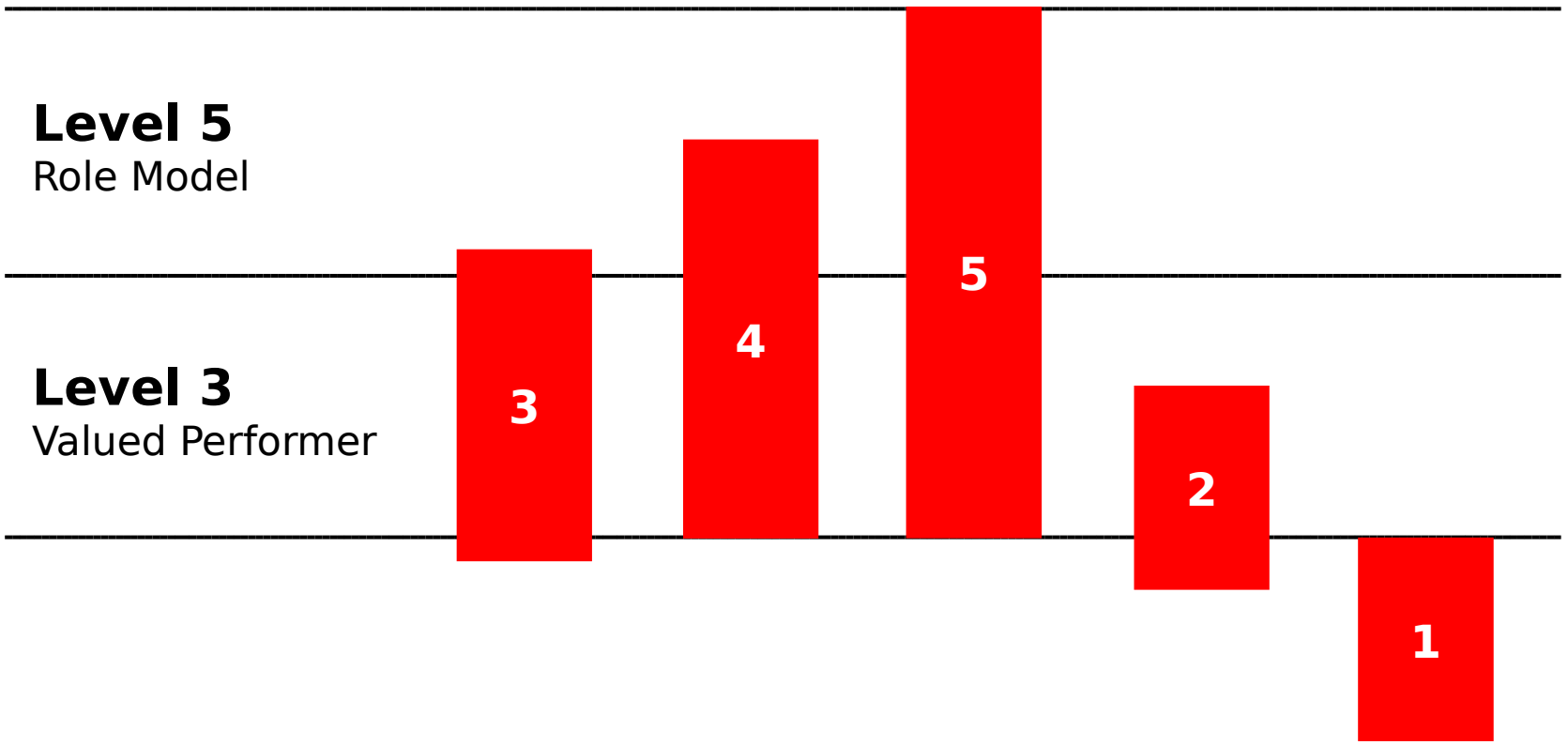
LEVEL	NAME
5	Role Model
4	Exceeds Expectations
3	Valued Performer
2	Fair
1	Unacceptable
NR	Not rated

Establish Base Rating

Reference relevant Performance Indicator to establish base rating for each job objective

Rating Performance in NSPS

Performance Indicators



Contributing Factors

- Three sets of descriptors
  - Professional/Analytical
  - Technician/Support
  - Supervisor/Manager
- Descriptors are provided at Expected and Enhanced levels
- Descriptors are descriptive, not prescriptive

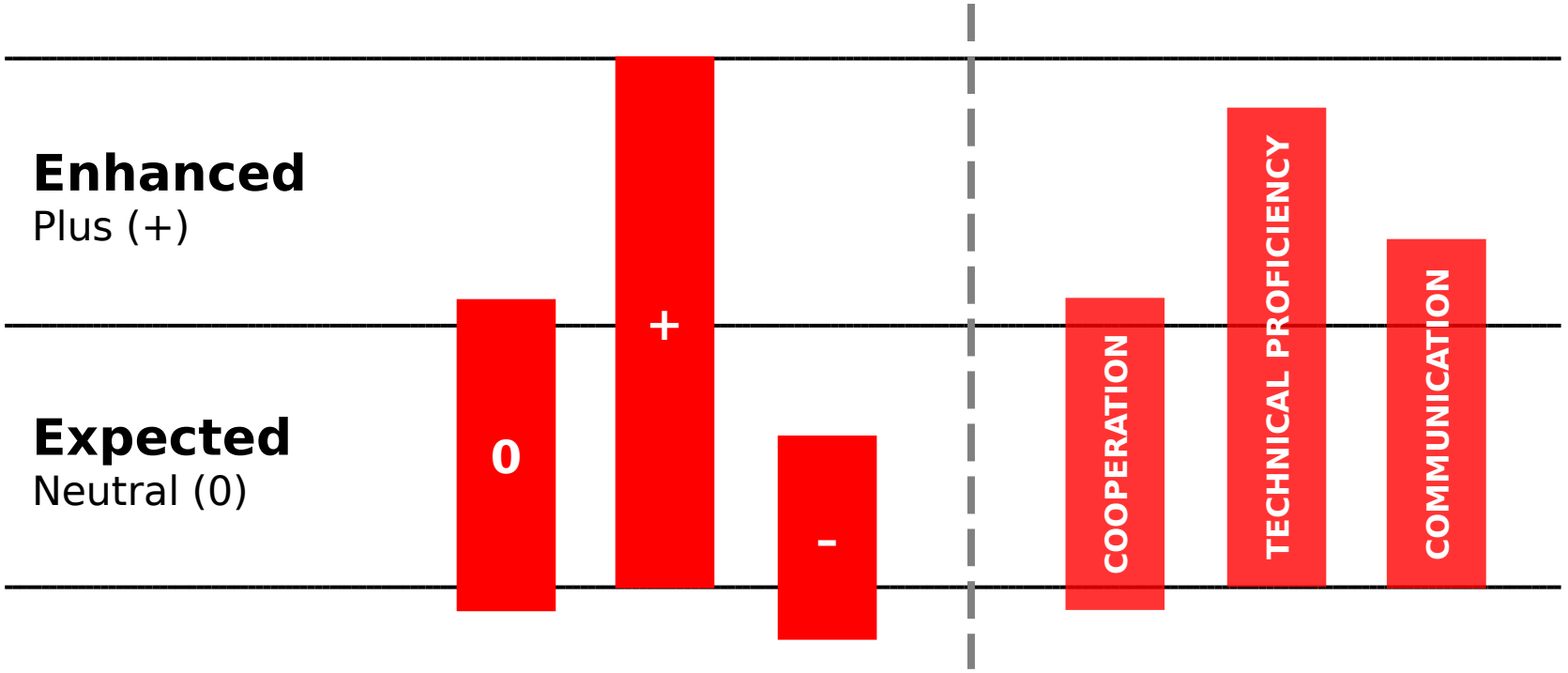
FACTOR	NAME
+ (1)	Matched or exceeded Enhanced descriptors
O	Matched or exceeded Expected descriptors, but below Enhanced descriptors
– (1)	Below Expected descriptors

Adjust Base Rating

Reference relevant Benchmark Descriptors to adjust base rating for each job objective

Rating Performance in NSPS

Contributing Factors



Would you say these bars indicate a plus (+) or a neutral (0) for contributing factors?

Recommended Rating of Record

To determine recommended rating …

1. Calculate average of adjusted ratings for all job objectives
2. Apply rounding to determine recommended rating

LEVEL	AVERAGE
5	4.51 to 5.0
4	3.51 to 4.50
3	2.51 to 3.50
2	2.0 to 2.50
1	Less than 2.0

Weighted Job Objectives

Applying varying weights to individual job objectives is optional

Rating Exceptions

When rating objectives …

- A Level 1 rating on any one objective results in a Level 1 rating overall.

When adjusting ratings …

- A Level 5 rating cannot be adjusted up.
- A Level 2 rating cannot be adjusted down.
- A Level 1 rating cannot be adjusted.

Rewarding Performance in NSPS

Performance-Based Pay Opportunities

Pay opportunities linked to performance …

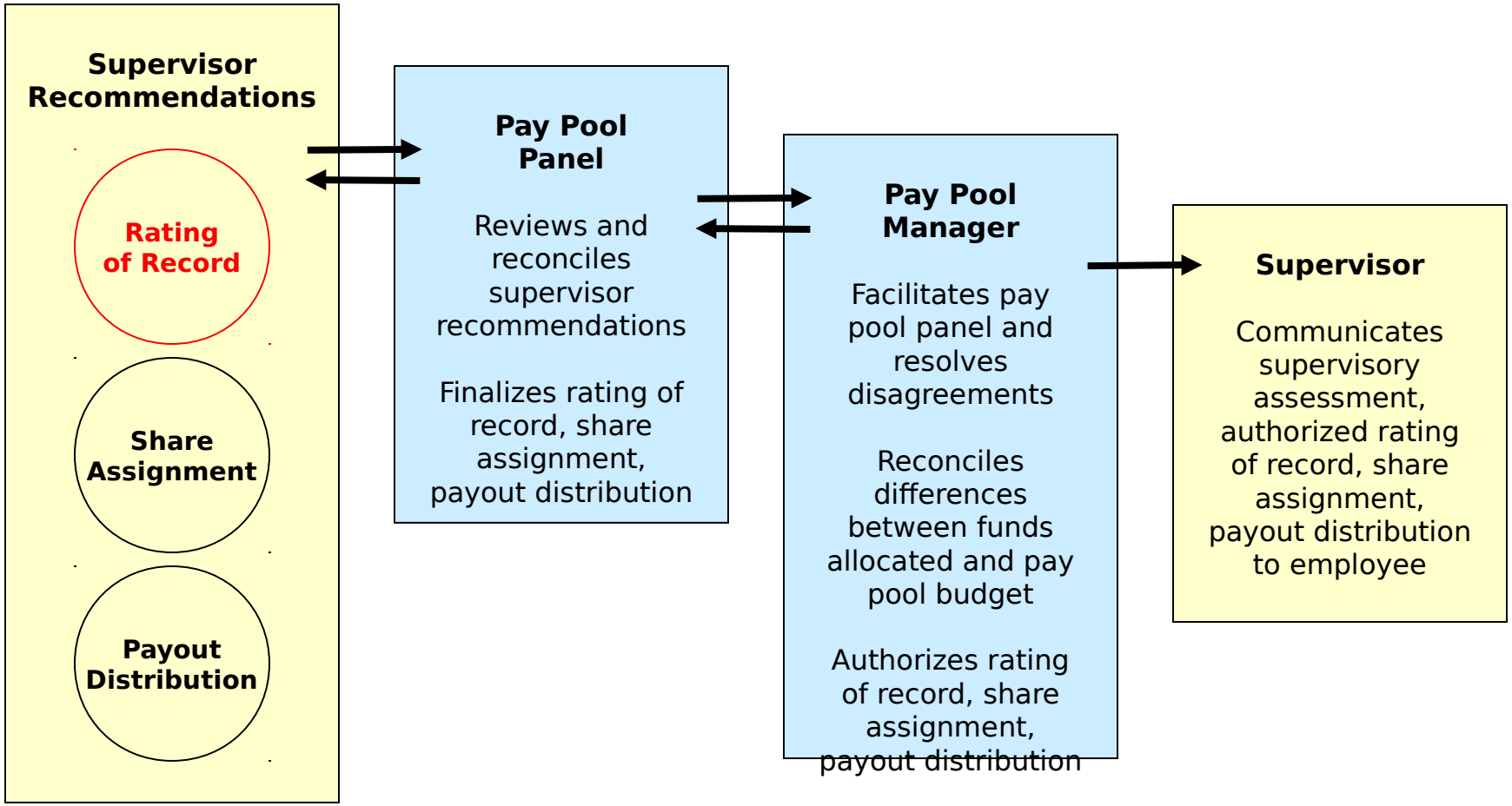
- Performance payout
- Rate range increases
- LMS increases

Other pay opportunities …

- Promotions
- Reassignments

LEVEL	PERFORMANCE PAY
5	**Performance payout** Rate range increase LMS increase
4	
3	
2	Rate range increase LMS increase
1	No increases

Rewarding Process Overview


Supervisor Recommendations
Rating of Record
Share Assignment
Payout Distribution
Pay Pool Panel
Reviews and reconciles supervisor recommendations
Finalizes rating of record, share assignment, payout distribution
Pay Pool Manager
Facilitates pay pool panel and resolves disagreements
Reconciles differences between funds allocated and pay pool budget
Authorizes rating of record, share assignment, payout distribution
Supervisor
Communicates supervisory assessment, authorized rating of record, share assignment, payout distribution to employee

Share Assignment & Payout Distribution

- Share value is a percentage of salary
- Final value certified by Pay Pool Manager
- Payout distributed as salary increase and/or cash bonus

LEVEL	SHARE RANGE
5	5 – 6
4	3 – 4
3	1 – 2
2	0
1	0

Performance Payout Example

$55,000 base salary times 3 shares times 1.5% share value equals $2,475

Criteria supervisors may consider …

- Current salary and complexity of work in comparison to others with similar work
- Critical shortages in personnel specialties
- Contribution to the agency's mission
- Consideration of comparable salaries within the local market
- Other performance-based compensation received during the rating cycle
- Staying in budget

Pay Pool Panel Review

Purpose of review process

- Ensure rating tools are applied equitably
- Ensure pay pool funds are distributed fairly

Panel members

- Pay Pool Panel Manager
- Senior management officials (most often)

Pay Pool Structure

Pay pools may be structured by organizational elements or units (departments, locations) or other categories of employees (pay schedules, pay bands)

Discretionary Performance Payouts

For extraordinary performance …

- Extraordinary Pay Increase (EPI)
- Organizational/Team Achievement Recognition (OAR)

For developmental positions …

- Accelerated Compensation for Development Positions (ACDP)

Writing Job Objectives

Why Job Objectives?

Establish priorities

- Identify needed product or deliverable
- Increase likelihood of success

Deliver results

- Focus on outcome vs. activity
- Link to organizational goals

Engage employees

- Plan for success
- Accountable for results

Why Contributing Factors?

Focus efforts

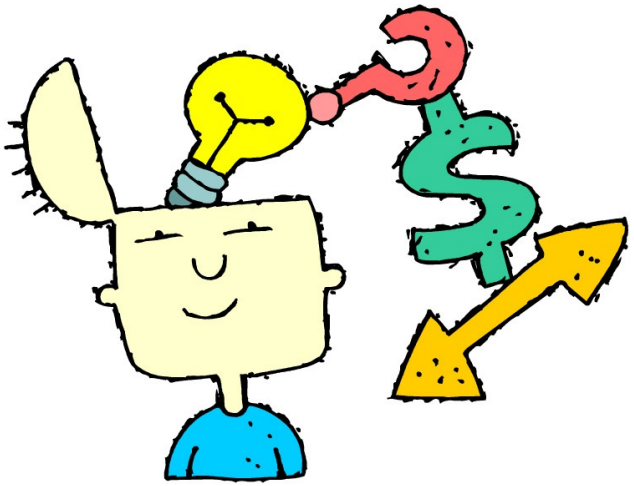
- Identify skills most essential to success on an objective

Improve quality of results

- Assess “how” as well as “what”
- Align with work to be done, not employee doing work

Shape organizational culture

- Remain constant
- Communicate values



Guidelines

Reflect major responsibilities (“big buckets”)

- Recommend 3-5 objectives per employee
- Cover 80% or more of work during rating cycle

Focus on results

- Identify observable deliverable or outcome
- Align with organizational mission and goals
- Follow SMART Model

More Guidelines

Target Level 3 performance

- Reference Performance Indicators
- Suited to pay schedule, pay band, employee salary

May be modified at any time

- Shift as goals, priorities, resources shift
- Must be accomplished within rating cycle
- Modifications to an objective late in the rating cycle may preclude a rating for that objective

Job Objective vs. Job Task

JOB OBJECTIVE	
✓	Focus on result
✓	Describes what you will get done
✓	Employee is responsible for result
✓	Supervisor is responsible for guidance, support, etc.

JOB TASK	
✗	Focus on activity
✗	Describes the steps you will take to get it done
✗	Supervisor is responsible for result
✗	Employee is responsible for activity only

Job Objective vs. Job Description

JOB OBJECTIVE	
✓	Statements are specific
✓	Results and outcomes are measurable
✓	Timeframes are set for completion
✓	Aligned to organizational goals

JOB DESCRIPTION	
✗	Statements are generic
✗	Measures are indefinite or absent
✗	Timeframes are indefinite or absent
✗	Aligned to organizational structure

Writing Job Objectives
Required Supervisory Job Objective

- Supervisors must have at least one job objective relating to the supervisory function
- Required objective must include Leadership among contributing factors

Communicating expectations

Holding employees accountable for accomplishing objectives

Fostering and rewarding excellent performance

Addressing poor performance

Making meaningful distinctions among employees based on performance and contribution

Adhering to merit-system principles and prohibited personnel practices

Exercise 1 – Big Buckets

List 1-2 personal job functions or tasks in each of the following work categories:

1. Projects
2. Processes
3. People
4. Problems (opportunities)

Keep the statements on your list to 6 words or less.

The SMART Model

Specific

Measurable

Aligned

Realistic

Time-bound

S is for Specific

- Observable action or behavior
- Desired outcome
- Concrete result

QUESTIONS TO ASK

- What product will I deliver?
- What change will I effect?
- Could any words I've written be misread?

  You and your supervisor must have a shared understanding of exactly what it is you are to do.

S is for Specific

Are these SPECIFIC?

1. Help my supervisor develop a spreadsheet to track travel expenses across our department.
2. Improve overall contractor performance.
3. Conduct inspections and write reports of findings.

M is for Measurable

- Quantitative measures
- Qualitative measures
- Multiple measures

QUESTIONS TO ASK

- Are my quantitative measures overly specific?
- Will my non-quantitative measures truly improve the quality of the result I deliver?
- Do I have too few or too many measures?

M is for Measurable

Are these MEASURABLE?

1. Develop and facilitate an effective personal safety seminar for all employees.
2. Process Personnel Actions within 5-7 days of receipt with a 90% or better acceptance rate.
3. Provide help desk staff with faster CPU upgrades.

A is for Aligned

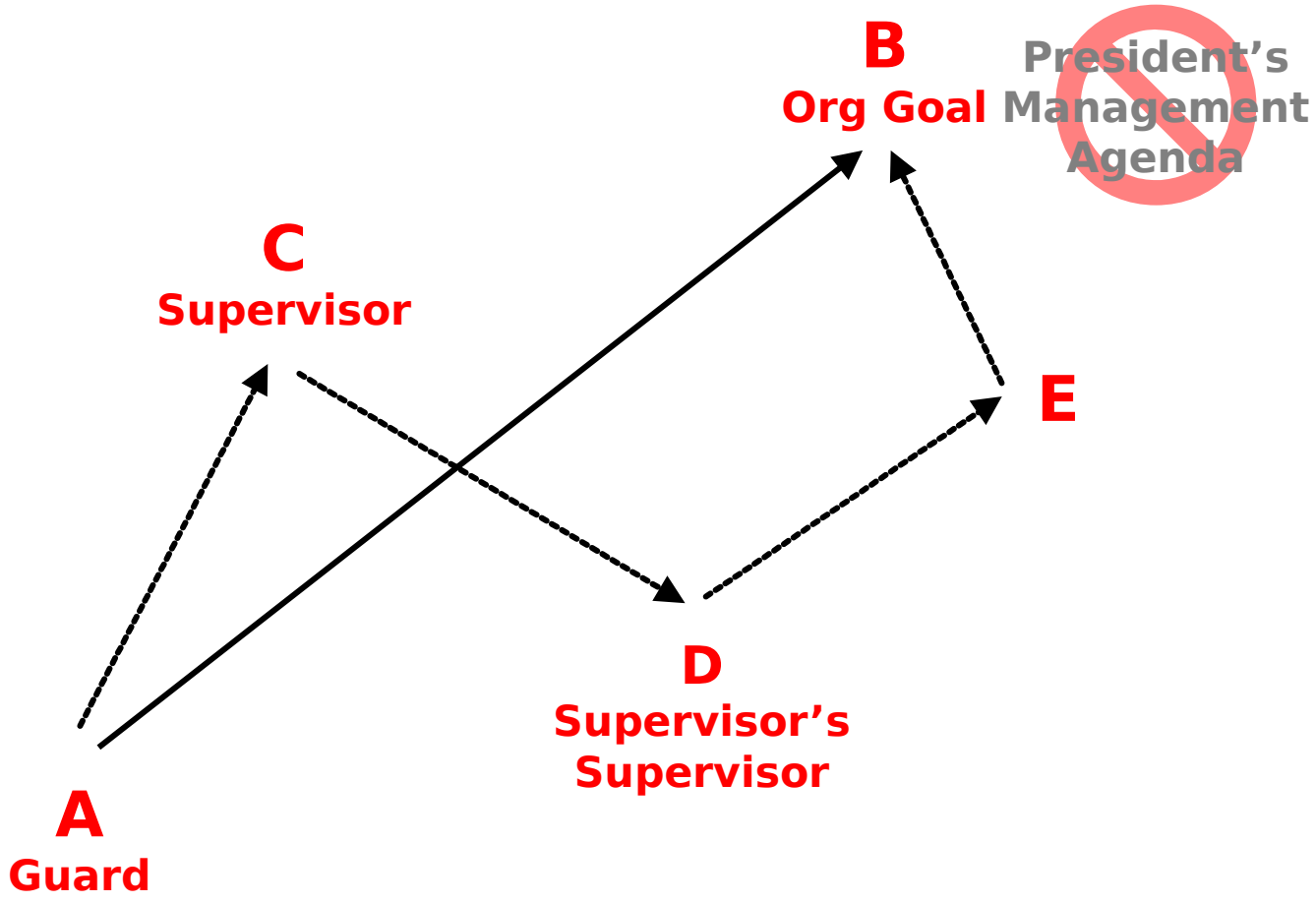
- Establish “line of sight”
- Link to mission through organizational goals
- Fit with position, salary, policies, other performance standards.

QUESTIONS TO ASK

- How will this benefit my organization?
- Is this work that someone in my position and with my salary would usually be expected to do?

A is for Aligned

S M A R T



A is for Aligned

Are these ORGANIZATIONAL GOALS?

1. Prevent fraud, waste, and abuse.
2. Deliver a fit, healthy and medically protected force.
3. Continue to evolve our organization in order to accomplish our mission in the most effective and efficient manner.

R is for Realistic

- Available “hard” resources (people, time, money)
- Available “soft” resources (skills, motivation)
- Within control or influence

QUESTIONS TO ASK

- Do I have the resources I need to deliver the result?
- Can I control or influence the process or outcome?

R is for Realistic

Are these REALISTIC?

1. By next Thursday, secure approval from the IT department to run application XYZ on five PCs.
2. Ensure that all DoD employees are aware of available online training.
3. Achieve 100% customer satisfaction.

T is for Time-bound

- Specific timeframe, e.g. “June 15”
- Relative timeframe, e.g. “within six months of start”
- Frequency, e.g. “quarterly”

QUESTIONS TO ASK

- When will I begin? When will I finish?
- What is my department’s standard turnaround time for this work?

Exercise 2 – SMART Model Examples

S	
M	
A	
R	
T	

Exercise 2 – SMART Model Examples

Is this SMART?

Develop methods for achieving budget objectives within established policies. Ensure all methods and recommendations conform to the financial constraints within the overarching budget approved by the Commander, U.S. Army Health Services Command. Provide a written report to the Director within 10 working days following each fiscal quarter-end.

Exercise 2 – SMART Model Examples

S	• Provide a report that recommends methods for achieving budget objectives.
M	• Written. • Recommendations must conform to established policies. • Recommendations must conform to financial constraints within the overarching budget.
A	• Link to organizational goal? • Appropriate to employee's position and salary?
R	• Resources available? • Within control or influence?
T	• Submitted within 10 working days following each fiscal quarter-end.

Exercise 2 – SMART Model Examples

Is this SMART?

Increase the functionality of the organization web-site by creating a new link on the Internet portal allowing patient-to-provider secure messaging. As a result of the secure messaging, beneficiaries will be able to send prescription renewal requests and have secure access to patient health records. Link and supporting software in place no later than 21 August 2006.

Exercise 2 – SMART Model Examples

S	• Add patient-to-provider messaging functionality to the organization web-site.
M	• Functionality must be secure. • Beneficiaries must be able to send prescription renewal requests. • Beneficiaries must be able to access patient health records.
A	• Link to organizational goal? • Appropriate to employee's position and salary?
R	• Resources available? • Within control or influence?
T	• No later than 21 August 2006.

Exercise 2 – SMART Model Examples

Is this SMART?

While providing expert guidance and direction for implementation of NSPS during the current rating period, conduct not less than four Job Objective Workshops each month within the serviced Enterprise.

Exercise 2 – SMART Model Examples

S	• Conduct Job Objective Workshops.
M	• Not less than four each month. • Within the serviced Enterprise.
A	• Link to organizational goal? • Appropriate to employee's position and salary?
R	• Resources available? • Within control or influence?
T	• While providing expert guidance and direction for implementation of NSPS during the current rating period?

Exercise 2 – SMART Model Examples

Is this SMART?

Create and launch a plan to market the appointment scheduling feature of ONLINE to increase the use of Online Booking from approximately 1,200 appointments per week to 2,000 appointments per week by the end of the reporting period. Coordinate plan with Regional Offices to obtain input of end users. As a result, overall administrative and staffing cost should be reduced and administrative staff may be relocated to other critical areas in the military treatment facilities.

Exercise 2 – SMART Model Examples

S	• Launch a plan to increase the use of Online Booking.
M	• Target 2,000 appointments per week. • Plan reflects input of end-users in Regional Offices.
A	• Link to organizational goal? • Appropriate to employee's position and salary?
R	• Resources available? • Within control or influence?
T	• By the end of the reporting period.

Exercise 2 – SMART Model Examples

Is this SMART?

Develop NSPS performance plans for each assigned NSPS employee within the first 30 days of the performance period. Conduct a minimum of quarterly staff supervision meetings. Address poor performance through PIPs and track employee progress. Perform and document all of the supervisory functions listed above in accordance with the NSPS Performance Management Issuance prior to the end of the performance year.

Exercise 2 – SMART Model Examples

S	• Develop performance plans • Conduct supervision meetings • Address poor performance
M	• Performance plan for each assigned employee • Quarterly supervision meetings • PIPs and other documentation
A	• In accordance with NSPS Performance Management Issuance
R	• Supervisory requirement • Resources available?
T	• Prior to the end of the performance year

Applying the SMART Model

Write SMART objectives in two stages …

1. Write SMT first
2. Consider AR next (may not be written) and adjust SMT as needed

TIPS

- Bulleted phrases are sufficient. Wordy sentences often confuse the meaning, even when meticulously crafted.
- Words that lack real clarity (e.g., oversee, promote) should be avoided, unless you and your supervisor have discussed and agreed to their exact meaning.

Exercise 3 – Personal Job Objectives

1. Write at least two personal job objectives using the SMART Model. If you are a supervisor, at least one must be your required supervisory objective.
2. Share your objectives with 1-2 participants.
3. Choose one objective from your group to share with the class. Write it on newsprint using the SMART table format.

Conclusion

Further questions or insights?

Course evaluation